

## **LGBTphobia in Organizations: The Role of Psychology in Addressing the Challenges of Workplace Inclusion**

*LGBTfobia nas Organizações: O Papel da Psicologia Frente aos Desafios da Inclusão no Trabalho*  
*LGBTfobia en las Organizaciones: El Papel de la Psicología Frente a los Desafíos de la Inclusión en el Trabajo*

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### **Abstract:**

LGBTphobia in the organizational environment constitutes a significant obstacle to promoting equity and well-being for LGBTQIAPN+ people at work. This study analyzes the consequences of such discrimination in the business context, with emphasis on its impacts on mental health, professional performance, and the retention of these individuals within organizations. The research adopted a qualitative, exploratory, and documentary approach, using content analysis (Bardin, 2011) applied to the documentary *Admite-se* (2023) as the analytical material. The results indicate that LGBTphobia manifests through unjustified dismissals, a culture of silence, and stereotypes that invalidate identities, generating severe effects on mental health, such as emotional exhaustion and psychological distress resulting from the need to conceal one's identity. The analysis highlights that organizational culture, especially the role of people managers, is decisive in either maintaining or confronting such discriminatory practices. It is concluded that the study objectives were achieved, demonstrating that the experiences presented in the documentary corroborate the academic literature and reinforce the fundamental role of Psychology in building inclusive, safe work environments grounded in respect for human rights.

### **Keywords:**

Discrimination. Diversity. LGBTphobia. Organizational psychology.

### **Resumo:**

A LGBTfobia no ambiente organizacional constitui um obstáculo significativo para a promoção da equidade e do bem-estar de pessoas LGBTQIAPN+ no trabalho. Este estudo analisa as consequências dessa discriminação no contexto empresarial, com ênfase nos impactos à saúde mental, no desempenho profissional e à permanência dessas pessoas nas organizações. A pesquisa, de abordagem qualitativa e caráter exploratório-documental, utilizou a análise de conteúdo (Bardin, 2011) aplicada ao documentário *Admite-se* (2023), utilizado como material de análise. Os resultados indicam que a LGBTfobia se manifesta por meio de demissões injustificadas, cultura do silenciamento e estereótipos que invalidam identidades, gerando efeitos severos na saúde mental, como esgotamento emocional e sofrimento psíquico decorrente da necessidade de ocultar a própria identidade. A análise evidencia que a cultura organizacional, especialmente a atuação dos gestores de pessoas, é determinante para a manutenção ou o enfrentamento dessas práticas discriminatórias. Conclui-se que os objetivos foram alcançados, demonstrando que as vivências apresentadas no documentário corroboram a literatura acadêmica e reforçam o papel fundamental da Psicologia na construção de ambientes de trabalho inclusivos, seguros e pautados no respeito aos direitos humanos.

### **Palavras-chave:**

Discriminação. Diversidade. LGBTfobia. Psicologia organizacional.

### **Resumen:**

La LGBTfobia en el entorno organizacional constituye un obstáculo significativo para la promoción de la equidad y el bienestar de las personas LGBTQIAPN+ en el trabajo. Este estudio analiza las consecuencias de esta discriminación en el contexto empresarial, con énfasis en los impactos sobre la salud mental, el desempeño profesional y la permanencia de estas personas en las organizaciones. La investigación, de enfoque cualitativo y carácter exploratorio-documental, utilizó el análisis de contenido (Bardin, 2011) aplicado al documental *Admite-se* (2023), utilizado como material de análisis. Los resultados indican que la LGBTfobia se manifiesta a través de despidos injustificados, una cultura de silenciamiento y estereotipos que invalidan identidades, generando efectos severos en la salud mental, como agotamiento emocional y sufrimiento psíquico derivado de la necesidad de ocultar la propia identidad. El análisis evidencia que la cultura organizacional, especialmente la actuación de los gestores de personas, es determinante para el mantenimiento o el enfrentamiento de estas prácticas discriminatorias. Se concluye que los objetivos fueron alcanzados, demostrando que las experiencias presentadas en el documental corroboran la literatura académica y refuerzan el papel fundamental de la Psicología en la construcción de entornos laborales inclusivos, seguros y basados en el respeto a los derechos humanos.

### **Palabras clave:**

Discriminación. Diversidad. LGBTfobia. Psicología organizacional.

## **INTRODUCTION**

Violence and discrimination directed at the Lesbian, Gay, Bisexual, Transvestite, Transsexual, Queer, Intersex, Asexual, Pansexual, Non-binary and other identities (LGBTQIAPN+) population constitute a serious social problem, with significant effects in various spheres of life, including the workplace ( Tagliamento et al., 2020). LGBTphobia, expressed through prejudice, stereotypes and discriminatory practices, violates fundamental rights and generates profound impacts on the mental health and well-being of these people.

In the Brazilian corporate landscape, the agenda of Diversity, Equity, Inclusion, and Belonging (DEIP) has gained visibility, consolidating itself as an ethical imperative and a strategic differentiator. Recent studies on organizational diversity and inclusion indicate that many companies are incorporating equity and belonging policies into their institutional strategies (Santos et al., 2024; Goes and Oliveira, 2024).

Despite these discursive advances, organizational cultures marked by heteronormativity still persist, compromising the effectiveness of these initiatives (Canabarro, 2013). In this sense, evidence indicates that LGBT+ people face significant structural barriers to inclusion and retention in the formal labor market, with a more pronounced impact on trans and transvestite people, who have historically been subjected to processes of occupational exclusion (World Bank, 2026).

Among the forms of violence suffered by the LGBT+ population, psychological violence remains the most recurrent (Secretariat of Human Rights of the Presidency of the Republic).

(2013), producing psychosocial vulnerability, emotional suffering, and anxiety (Pereira, 2011). For trans people, especially transgender women and transvestites, the scenario is even more critical, since about 90% of them remain outside the formal market and end up resorting to prostitution as a means of survival (Machado, 2017). In this sense, the evidence points to discrimination from the recruitment phases and intrusive scrutiny (the act of placing a person's identity above their professional performance, monitoring them in a way that violates their dignity and psychological safety in the workplace) disproportionately pushing the trans, transvestite, and non-binary population into informality or the 'gig' economy, such as app-based work, where flexibility often becomes the only alternative to escape the prejudice present in formal, salaried employment (World Bank, 2026).

Given this context, this study seeks to answer the following question: How does LGBTphobia affect the mental health, well-being, and professional performance of LGBT+ people in the workplace, and what is the role of psychologists in promoting more inclusive corporate environments?

As a theoretical premise (hypothesis) of this study, it is understood that organizational culture, when guided by heteronormativity and omission in the face of microaggressions, can act as a factor associated with psychological distress. Consequently, it is assumed that the role of Psychology can contribute significantly to addressing exclusion and promoting inclusive policies.

The social relevance of this research lies in the urgency of combating human rights violations that undermine lives and limit opportunities. From an academic perspective, the study contributes by articulating audiovisual narratives with literature on mental health and work, offering an in-depth qualitative analysis. In practical terms, it aims to provide resources for organizational psychologists and managers to develop more effective and humanized inclusion strategies.

The overall objective is to analyze the consequences of LGBTphobia in the business context .

To achieve this, the following specific objectives are established:

- a) Identify the main ways in which LGBTphobia manifests itself in the organizational environment;



- b) to analyze its impacts on mental health, well-being, and professional performance;
- c) To investigate how organizational culture contributes to maintaining or confronting these practices;
- d) To map out best practices and strategies that can promote more inclusive environments.

The justification is based on the importance of the psychologist's role in confronting LGBTphobia, supporting an ethical, critical professional practice committed to promoting human dignity and human rights (Federal Council of Psychology, 2018).

## LITERATURE REVIEW

### Historical Context and Legal Milestones of the LGBTQIAPN+ Movement

The fight for LGBT+ rights gained momentum in the second half of the 20th century, with the Stonewall Rebellion in 1969 as a symbolic landmark, which boosted movements for equality and civil rights (Silva, 2021). In Brazil, the political organization of the community emerged during the military regime, with the creation of the Somos Group in 1978, and the circulation of publications such as the *Lampião da Esquina newspaper*, which were fundamental for the visibility and articulation of the movement (Green et al., 2010; Green; Quinalha, 2020).

The 1980s were marked by the so-called "Stonewall." The emergence of the Brazilian Lesbian Pride Day occurred at the same time as the HIV/AIDS epidemic intensified the stigma and marginalization of the LGBT+ population (Pelúcio, 2014). In the following decades, important advances were consolidated, such as the depathologization of homosexuality by the WHO in 1990 (Bento, 2010) and the prohibition of so-called "conversion therapies" by the Federal Council of Psychology in 1999 (Cassal; Garcia; Bicalho, 2011).

In legal terms, the recognition of same-sex civil unions in 2011 and the criminalization of LGBTphobia by the Brazilian Supreme Court in 2019 represented significant milestones in access to rights and in the institutional confrontation of violence (Carrara; Vianna, 2011; Borba, 2020). These advances, however, coexist with persistent discriminatory practices in different social contexts, including the workplace.



## **Work, Mental Health and Discrimination**

The relationship between work and mental health is profoundly affected by LGBTphobia, whose effects manifest themselves both directly and indirectly. Psychological violence, the most recurrent form of aggression against LGBT+ people, produces psychosocial vulnerability, emotional suffering, and anxiety (Secretariat of Human Rights of the Presidency of the Republic, 2013; Pereira, 2011).

These experiences relate to the concept of minority stress, defined by Meyer (2003) as a state of chronic tension experienced by historically stigmatized groups. This stress is intensified when individuals need to conceal aspects of their own identity to avoid prejudice or retaliation. The constant concealment of identities at work increases stress, reduces the sense of belonging, and forces LGBT+ professionals to expend enormous psychic energy on self-protection, frequently leading to illness and even the abandonment of promising job applications or positions due to a lack of psychological safety in the corporate environment (World Bank, 2026).

In the workplace, LGBTphobia manifests itself through invisibility and microaggressions understood as subtle and everyday offenses (Sue, 2010), harassment, and even discriminatory dismissals, compromising mental health, engagement, and professional performance (Rodrigues et al., 2019). The situation is especially serious for transgender people, whose systematic exclusion from the formal market remains alarming (Machado, 2017).

Thus, the literature indicates that discrimination in the workplace not only reduces productivity, but also constitutes a psychosocial risk factor that directly affects the well-being and retention of LGBT+ people in organizations.

## **Organizational Policies and an Inclusive Climate**

In the contemporary corporate field, Diversity and Inclusion (D&I) Management is increasingly recognized as an indispensable strategy for promoting innovation, performance, and a positive organizational climate (Santos et al., 2024; Goes; Oliveira, 2024). Diversity refers to the presence of different identities, while inclusion consists of creating conditions for these identities to be welcomed and valued (Aguar; Santos; Paranhos, 2021).

According to Silva et al. (2020, p. 115), an inclusive climate is perceived when there are clear signs of valuing diversity, such as explicit non-discrimination policies, allied leadership, and effective punishment of prejudiced behaviors. However, the mere formal existence of policies does not guarantee their effectiveness, especially when the organizational culture is permeated by institutional heteronormativity, a silent norm that pressures LGBT+ people to hide who they are in order to be accepted (Canabarro, 2013).

Thus, the literature shows that organizational transformation depends not only on policies, but also on consistent and sustainable practices capable of promoting belonging, psychological safety, and equal opportunities.

### **LGBTphobia from the Perspective of Organizational Behavior Analysis**

Behavior Analysis understands that acts of LGBTphobia always occur within a context (Matos, 1999 apud Fazzano ; Gallo , 2015). Thus, LGBTphobia in the workplace is not an internal defect of the individual, but a learned behavior maintained by the environment. Discriminatory practices can be maintained when they receive social reinforcement, such as explicit or implicit approval from the group (Skinner, 1953 apud Fazzano ; Gallo , 2015).

When an LGBT+ employee expresses their identity and suffers humiliation or isolation (Day et al., 2003 apud Fazzano ; Gallo , 2015), this functions as a punishment. The main effect of this punishment is to decrease the chance of the person expressing themselves freely again (Mayer; Gongora , 2011 apud Fazzano ; Gallo , 2015). As a way to avoid aversive consequences, avoidance behaviors may arise, including concealing identity or reducing the expression of personal aspects in the workplace to avoid this pain. This is a defense mechanism to prevent workplace aggression ( Fazzano ; Gallo , 2015).

Living under this aversive control generates intense psychological suffering. The forced suppression of who the person really is causes strong emotional and physical tension, demonstrating the severe side effects of continuous punishment ( Sidman , 1989; Darwich; Tourinho, 2005 apud Fazzano ; Gallo , 2015).

This scenario creates what is called a "culture of silencing." The work environment can become an aversive context, causing LGBT+ employees to avoid interactions, isolate themselves socially, or distance themselves from the company for fear of further punishment ( Sidman , 1989 apud Fazzano ; Gallo , 2015; Fazzano ; Gallo , 2015).



Formal inclusion policies may have a limited effect when immediate environmental contingencies continue to reinforce discriminatory behaviors (Albuquerque; Paracampo , 2010 apud Fazzano ; Gallo , 2015). For example, group approval of a homophobic joke can reinforce its repetition ( Fazzano ; Gallo , 2015). Therefore, promoting inclusion requires changes not only in organizational rules, but also in daily work relationships and practices.

To create genuinely safe spaces, it is necessary to change these daily dynamics and invest in emancipatory education that questions prejudices (Figueiró, 2010 apud Fazzano ; Gallo , 2015). At this point, the role of Organizational Psychology is essential: the professional conducts functional analysis to map what maintains LGBTphobia and plans new contingencies to break the cycle of coercion ( Sidman , 1989 apud Fazzano ; Gallo , 2015), favoring the construction of organizational cultures that strengthen inclusive behaviors, psychological safety, and respect for diversity.

## METHODOLOGY

### Search type

This research adopts a qualitative approach, seeking to understand in depth the experiences, perceptions, and meanings attributed by LGBT+ people in the work context. In terms of type, it is an exploratory and documentary study, based on the analysis of academic and institutional materials, and the documentary *\*Admitese\**. (2023), used as an audiovisual documentary corpus for analysis. The documentary was chosen because it presents different accounts of discrimination in the workplace, offering information compatible with the objectives of this research. The documentary was not used as an instrument for statistical validation of social reality, but as discursive material representative of social and subjective experiences related to LGBTphobia at work.

The inclusion and exclusion criteria for selecting the analytical corpus were based on relevance and methodological rigor. The literature review included theoretical texts from 2003 onwards and recent publications up to 2026 that articulate mental health, LGBTphobia, and organizational context, excluding strictly clinical or school-based studies without a work-related intersection. Regarding the documentary, inclusion prioritized narratives about corporate exclusion, career barriers, and the psychosocial impacts of discrimination, discarding strictly family or extra-work experiences .

## Procedure

The methodological procedure consisted of analyzing the documentary *\*Admite-se\**, produced by Constelação Filmes in partnership with Parada Sorocaba. The work presents real accounts of the challenges faced by LGBT+ people in entering and remaining in the formal job market. The documentary, which lasts 55 minutes and was released in 2023, acts as a social record and denunciation, bringing together semi-structured interviews with individuals of diverse gender identities and sexual orientations. The central narrative of the work focuses on exposing the invisible and explicit barriers of current corporatism.

The eight statements were selected because they presented recurring themes related to the research objectives, as well as showing different experiences of discrimination and inclusion in the workplace.

## Analysis Technique

The data analysis was performed using content analysis, according to Bardin (2011), following the steps of: a) pre-analysis ; b) exploration of the material; and c) treatment, interpretation, and inference of results. In this method, the analysis was not limited to simply summarizing the statements, but sought to understand the meanings present in the analyzed discourses.

The analytical categories were constructed primarily from themes that emerged during the analysis of the material, considering the frequency, relevance, and intensity of the reports present in the studied corpus. Although the study was guided by the research objectives, the categories were adjusted throughout the analysis to better represent the reported experiences.

Initially, a complete reading of the documentary *Admite-se* (2023) was conducted to understand its content and identify recurring themes. Subsequently, the selected dialogues were divided into recording units, understood as words, expressions, or excerpts relevant to the study's objectives. These units were grouped according to their similarities, resulting in broader thematic categories.

The analysis process occurred in the following stages:

1. Exploratory reading: viewing the documentary and initial identification of themes related to discrimination, psychological suffering, and inclusion;

2. Definition of the recording units: selection of representative excerpts about experiences related to LGBTphobia in the workplace;
3. Coding: assigning initial codes to speech, such as institutional exclusion, concealment of identity, emotional suffering, and belonging;
4. Thematic grouping: organizing codes into broader analytical categories;
5. Interpretation: the relationship between the identified categories and the theoretical frameworks of the scientific literature.

As an example of the coding process, the excerpt: "...having to hide this [...] is extremely exhausting, it impacts mental health" (João, 2023) was initially related to the codes identity concealment, emotional overload, and psychosocial impact, and was later included in the category Impacts on Mental Health, Well-being , and Professional Performance.

After coding and organizing the categories, the data were interpreted using the literature, seeking to identify relationships between the experiences reported in the documentary and the knowledge already produced on the subject. In this process, the documentary was used as an empirical source, while the scientific literature served as support for understanding and interpreting the observed phenomena. This articulation between empirical data and theory contributed to strengthening the understanding of the dynamics of exclusion, resistance, and inclusion in the organizational context.

### **Ethical Practices**

Although the material analyzed is in the public domain, all accounts were treated with ethical rigor and respect, preserving the dignity and uniqueness of the experiences recounted. The use of these narratives is intended exclusively for academic and scientific purposes, recognizing them as legitimate expressions of knowledge and as instruments for raising awareness and promoting social transformation.

## **RESULTS AND DISCUSSION**

Analysis of the documentary "*Admite-se*" revealed that the experiences narrated by the participants confirm and illustrate the findings present in the scientific literature. The main results are discussed below.

## Manifestations of LGBTphobia in the Workplace

And I was the *number one salesperson. one* "I left the store and was fired without any plausible reason, right? That has a name, that's called transphobia!" (Odara, 2023, 23:23).

This experience reflects the systematic exclusion pointed out by Machado (2017, p. 540), for whom " exclusion from the formal labor market imposes on transvestites and transsexuals a condition of extreme social vulnerability." Such mechanisms of systematic exclusion culminate in the loss of human capital: although the LGBT+ population in the analyzed sample has, on average, higher education than the general population, their relative income from work reaches only 91%, a direct reflection of the barriers to access, retention, and the continuous occupational segregation imposed by prejudice (World Bank, 2026).

" You can't talk about sexuality, right? [...] if you talk about it, you... " "It's encouraging [...] and, in fact, that's a lie. That's a fallacious argument, and this subject should be shut down " (Luiz, 2023, 13:37).

This prohibition, as Canabarro (2013, p. 702) analyzes, consists of a form of symbolic violence, since " compulsory heterosexuality in the workplace operates silently, requiring LGBT+ individuals to conceal their identities and affections in order to be accepted."

## Impacts on Mental Health, Well-being, and Professional Performance

"...having to hide this [...] is extremely exhausting, it impacts mental health. [...] I don't need to hide part of myself and spend energy hiding all of this" (João, 2023, 47:40).

Her statement resonates with Pereira (2011, p. 248), who states: "the energy spent managing identity and avoiding discrimination could be channeled into professional development and innovation."

"I felt that with each program I did, my light went out a little bit... [...] they could be beautiful, perfect, but they didn't smile [...] it was the only way for them to exist. So, it's heavy [...] It's our emotions that go away" (Odara, 2023, 28:04).

This "suffering The term "invisible" is discussed by Cassal , Garcia, and Bicalho (2011, p. 170 ), who explain how social hostility can generate serious consequences, "such as anxiety, depression, and suicidal ideation."



This scenario of constant illness narrated in the documentary demands reflection from the perspective of the new Regulatory Standard No. 1 (NR-1). The current wording of NR-1 establishes the mandatory nature of the Risk Management Program (PGR), which no longer focuses solely on physical risks and now requires a rigorous assessment of psychosocial factors inherent to the organizational culture, such as LGBTphobia, moral harassment, and the culture of silencing (BRAZIL, 2024).

From Mendes' (2007) perspective, work is not merely a means of subsistence; it is an important organizer of identity and the individual's sense of belonging in society. Therefore, environments that reproduce exclusion based on sexual orientation or gender identity pose risks to mental health that must be mitigated. Thus, the prevention of LGBTphobia ceases to be an ethical choice and becomes an integral part of requirements related to the management of psychosocial risks to prevent illness and ensure the well-being of the employee.

### **The Role of Organizational Culture**

" Who is Human Resources Management for? Who does Human Resources Management take care of? People? But which people , you understand?" ( Kayo , 2023, 17:56).

This provocation goes against the findings of Aguiar, Santos and Paranhos (2021, p. 50), who argue that the effectiveness of diversity and inclusion policies depends on the “genuine commitment of senior management and the training of Human Resources Managers ”.

“Talking about this topic [...] isn’t about talking about who I kiss [...] it’s about talking about rights, about me being here, for example, and being able to work [...] in a safe way” (João, 2023, 20:00).

This perception is corroborated by Silva *et al* . (2020), who state that an inclusive organizational climate is perceived when there are clear policies of non-discrimination and effective punishment of prejudiced behaviors.

### **Mapping Best Practices and Inclusion Strategies**

“ Trans people don’t use their genitalia for work” ( Kayo , 2023, 50:50).

The ANAMATRA Handbook (2023, p. 8) formalizes this concept by stating that "guaranteeing a work environment free from discrimination is a duty of the employer. This includes respect for social name, the use of restrooms according to gender identity, and the implementation of clear zero-tolerance policies for harassment."

The ultimate goal of these practices is belonging. Participant João describes an environment of full inclusion: "When inclusion is complete [...] you will have a space where I feel like I belong, that is, where I can be who I am" (João, 2023, 47:31).

Creating a safe environment transforms diversity into a competitive advantage, as Goes and Oliveira (2024, p. 81) state: "psychologically safe work environments [...] are more likely to foster creativity and innovation."

**Table 1** – Summary of the Analysis: Categories, Evidence, and Practical Implications

Category	Evidence of Documentary (Excerpt)	Theoretical Dialogue (Reference)	Di-Implication for Practice (Psychology/HR)
Discrimination Explicit	"This has a name, it's called transphobia!" (Odara).	Systematic exclusion from the formal market (Machado, 2017).	Implement unbiased recruitment and selection policies with zero tolerance for discriminatory dismissals.
Culture of Silence	this matter should really be banned " (Luiz).	Heteronormativity and institutional and symbolic violence (Canabarro, 2013).	Promoting literacy about diversity and creating safe spaces for dialogue to deconstruct taboos.

Impact on Mental Health	"...it's extremely draining, it impacts mental health." (João).	Minority stress and depletion of psychic energy (Pereira, 2011).	To offer channels for psychosocial support and monitor the organizational climate to identify areas of distress.
Creating a Sense of Belonging	"...a space where I feel like I belong... where I can be who I am" (João).	Psychological safety as a catalyst for innovation (Goes & Oliveira, 2024).	Develop inclusive leadership and affinity groups to strengthen feelings of belonging and safety.

Source: Prepared by the author.

## FINAL CONSIDERATIONS

This study analyzed the consequences of LGBTphobia in the workplace and the role of Psychology in addressing this phenomenon. The qualitative and documentary research primarily used the documentary *\*Admite-se\* as its source*, whose narratives allowed for the achievement of the proposed objectives. The results showed that the experiences of LGBTQIAPN+ individuals in the corporate context are marked by discrimination, exclusion, and silencing, culminating in severe damage to mental and emotional health. The reported experiences confirm the findings of the scientific literature, demonstrating that psychological suffering and the strain related to the need to conceal one's identity compromise well-being and professional performance. It was also found that organizational culture plays a determining role in the creation of environments of belonging or exclusion, and can both reproduce prejudices and promote inclusion.

From a Behavioral Analysis perspective, the results suggest that LGBTphobia in the workplace can be maintained when discriminatory attitudes are accepted or ignored by organizations. Therefore, promoting inclusion requires changes in workplace practices and relationships, encouraging respectful behaviors and reducing experiences of exclusion.



In this context, the organizational psychologist can work to identify practices that perpetuate discrimination, develop preventive strategies, and promote organizational cultures that foster psychological safety, belonging, and respect for diversity.

The main contribution of this work lies in the articulation between theory and lived experiences, conferring academic legitimacy to experiences that are often made invisible. The statements presented in the documentary deepen the understanding of the impacts of LGBTphobia in the workplace and highlight the importance of a critical, ethical, and transformative psychological approach. Despite limitations, such as the use of a specific corpus and the impossibility of generalizing the results, the study contributes to broadening the understanding of the complexity of the phenomenon and to fostering practical reflections in the field of Organizational Psychology.

Preventing LGBTphobia should be understood not only as an ethical commitment, but also as a component of managing psychosocial risks related to updates in NR-1 (Brazilian Regulatory Standard 1). In this sense, promoting inclusive environments becomes part of strategies aimed at protecting mental health and reducing organizational factors associated with mental illness.

Based on the findings, it is recommended that organizations implement explicit zero-tolerance policies for discrimination; ensure the use of preferred names and access to spaces according to gender identity; promote ongoing literacy and awareness-raising actions for leaders and teams; create safe and confidential channels for reporting; and offer structured psychosocial support through mental health programs and affinity groups. Such measures contribute to strengthening more equitable and respectful work environments, in which diversity is understood as a human and strategic value.

For future research, it is suggested that quantitative studies be conducted to measure the prevalence of LGBTphobia in different business sectors, as well as longitudinal investigations in organizations that have consolidated inclusion policies, in order to evaluate their effectiveness and the challenges of their implementation.

It can be concluded, therefore, that Psychology plays an essential role in promoting safe and inclusive work environments, where human dignity and the recognition of differences prevail over any form of discrimination.

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